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The Arizona Smart Growth Scorecard September 24, 2008 DRAFT

The Arizona Smart Growth Scorecard was developed by a working group of Governor Napolitano's Growth Cabinet with input from public and private stakeholders to strengthen the ability of local officials to plan for future growth and development and to adopt comprehensive strategies that address growth related pressures. As Arizona continues to attract unprecedented population growth, all levels of government must play a role in wisely planning and managing both the challenges and opportunities that new growth and development present. The *Arizona Smart Growth Scorecard* is a valuable tool for community self-assessment that will assist all of Arizona in meeting this important responsibility.

*"This place of exceptional beauty is not ours to own,
it is only ours to care for, for the time that we are here."*
Governor Janet Napolitano

What's Smart Growth?

Growth itself is neither positive nor negative, but the cumulative effects of population growth, its patterns and form have long-term social, environmental, and economic consequences. Smart growth is guiding growth in ways that result in vibrant communities, strong economies, and a healthy environment. Smart growth means adding new homes, schools, businesses, jobs and infrastructure to Arizona in a way that makes sense and promotes balance. Smart growth enhances the communities where we live, but does not over-burden our transportation and infrastructure systems, pollute our air and waters, or deplete our open spaces and magnificent natural landscapes. Smart growth embodies qualities that make communities great places to live and gives them a sense of place – recreational amenities, historic spaces, vibrant downtowns, choices in transportation and housing, prudent investments in capital facilities and infrastructure, and opportunities for diversity and citizen involvement.

Why a Scorecard?

Recognizing that communities measure and track those things that are important, the Governor's Growth Cabinet prepared this Scorecard to help communities assess whether they have the right tools in place to promote smart growth. Under Executive Order 2007-05, the Governor directed state agencies to identify how state discretionary funds might provide incentives to communities for growing smarter and technical assistance for those needing support. The intent is to provide communities, counties, and Tribal governments - small or large, rural or urban - with a simple, clear, usable means of evaluating how well prepared they are for the pressures of growth to help spur action on local and regional approaches to address growth issues, and to provide incentives and assistance to communities wanting to effectively and efficiently manage development.

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Who Can Use It?

The *Arizona Smart Growth Scorecard* is a tool that can be used by different groups:

- local city, town, and county officials and Tribal governments (and Tribal political subdivisions) for their own guidance and self-assessment
- local and state agencies to evaluate projects and guide decisions on grants and loans
- community leaders (as a tool for public involvement in planning and decision-making)
- citizens and interest groups

All communities (cities, town, counties, and Tribal governments/political subdivisions) are encouraged to fill out a scorecard. State discretionary funds will be available only to applicants agreeing to participate in this process.

Cities, towns, counties, and Tribal governments will be evaluated by this set of smart growth criteria and indicators. Communities engaged in smart growth planning and implementation who apply for grants and loans from state discretionary funding will receive financial incentives. A variety of incentives will be available depending on the individual funding program, i.e. additional funding, basis points off loans, lower interest rates, etc. Information about the different types of incentives that will be available is currently being developed and will be available this Fall.

Citizens, non-profit organizations, special districts, and other community groups applying for state discretionary loans or grants will also need to reference the Smart Growth Scorecard of the community closest to their proposed project and may receive incentives depending on the community's score. If a project spans more than one jurisdiction, the applicant can choose the best score for their application.

How Does the Scorecard Work? What Is the Incentive?

Scorecards can be completed on the Commerce website (www.azcommerce.com) and the results will be posted there and used by agencies in all programs, where applicable, to evaluate projects and make decisions on grants or loans using agency funds. A completed Scorecard available on Commerce's smart growth website will be a requirement for participation in all state discretionary loan and grant programs.

The Scorecard is an incentive-based tool to help cities, towns and counties evaluate how well they are implementing smart growth and look for ways to improve smart growth in their local area. Communities and counties not advanced in smart growth planning will still be eligible for state discretionary funding. Assistance, both technical and financial, will be available to build the capacity of communities and counties transitioning toward smarter growth and development.

How Will State Agencies Use the Scores?

State agencies will require a community Scorecard as part of the application process. How a community scores on the smart growth continuum will allow for either financial incentives or technical assistance from the granting program. **Existing agency grant program guidelines and standards stay the same.**

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The agency or granting authority will decide how to use the Scorecard results. The following examples are ways the Scorecard may be used:

Example #1 - If a community scores well (i.e. is a smart growth community), there will be advantages (bonuses), such as a lower interest rate on a loan. If a community scores poorly, their project may still be a high priority and the community will still receive funding; however, they will not receive the incentive-based interest rate the smart growth community received.

Example #2 - Priority for a technical assistance grant may be given to a community for the development of a smart growth water/wastewater program if they have a low score.

What Framework Was Used To Develop The Scorecard?

The Growing Smarter Guiding Principles, Arizona's planning statutes, and the implementation of smart growth techniques and tools (such as mixed use zoning, pedestrian oriented design, focusing growth in areas around transportation, and regional planning) provide the foundation for Arizona's Smart Growth Scorecard.

Arizona's Growing Smarter Guiding Principles were developed by the Governor's Growing Smarter Oversight Council through an extensive statewide process and provide a vision for managing Arizona's rapid growth and long term planning for the next 100 years. The Guiding Principles are organized into six major categories:

- Responsibility and Accountability
- Preservation of Community Character
- Stewardship of Natural Resources
- Opportunity for Broad Choices
- Essential Service Infrastructure
- Economic Development

The Growing Smarter planning statutes provide cities, towns, and counties with a number of planning and zoning guidelines, and require the consideration of a variety of planning elements in the general plans of municipalities and comprehensive plans of counties. The Scorecard builds on this existing framework of smart growth planning for small, medium and large communities and counties by evaluating whether or not local planning goals are being accomplished in connection with effective implementation strategies and solid results.

How Does The Scoring Work?

The Scorecard is comprised of these six Guiding Principles criteria along with a list of associated smart growth and planning indicators. The overall calculation of these criteria and indicators is used to obtain a "score" for your community or jurisdiction.

Smart growth criteria and indicators are applied differently to each of the three categories of community and county populations as devised in the Growing Smarter statutes (A.R.S. §9-461.05 and §11-821). The larger the jurisdiction, the more criteria will apply. This separate application of criteria acknowledges that planning techniques and funding to support smart

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growth may differ by the growth pressures facing your community and that the level of technical and financial resources available to small, mid-size or large towns, cities, counties, and Tribal governments may be significantly different in a state as diverse as Arizona. The Scorecard will indicate where each criterion applies to different sized communities.

The separate criteria and indicators have been developed for different sized communities and counties within the population thresholds of the Growing Smarter statutes using current state population estimates (see Arizona Department of Commerce, Population Statistics Unit www.azcommerce.com for estimates) to reflect current growth trends. The state population estimates for the last five years determine rates of growth. Please see the Arizona Department of Commerce website for assistance delineating which size category – small, medium, or large – each community and county falls within. Tribal governments (and Tribal political subdivisions) fit within the small category. The online version of the Scorecard will also automatically determine the size when triggered by a community's name.

Small and medium communities are encouraged to complete the entire Scorecard to assess their strengths and challenges for managing future growth, but the stated discretionary loan and grant process will only consider scores appropriate to community size in determining incentives and assistance.

Tallying Your Results

1. Total each individual section (section subtotals).
2. Add up the subtotals for your overall score.
3. Compare the total overall score to the three scoring categories shown below.

Small Communities

Total score between XX and XX points (100% - 80%) = *smart growth*
Total score between XX and XX points (79% - 60%) = *in transition*
Total score XX points or less (59% - 0%) = *needs attention*

Medium Communities

Total score between XX and XX points (100% - 80%) = *smart growth*
Total score between XX and XX points (79% - 60%) = *in transition*
Total score XX points or less (59% - 0%) = *needs attention*

Large Communities

Total score between XX and XX points (100% - 80%) = *smart growth*
Total score between XX and XX points (79% - 60%) = *in transition*
Total score XX points or less (59% - 0%) = *needs attention*

What Can Your Scores Tell You

In assessing your overall scores, we suggest you consider these basic messages:

Smart Growth: Scores in this category indicate that a community has taken initiative to implement smart growth policies in a positive direction.

In Transition: To move in the smart growth direction, look at your weaker section scores. Study individual results and identify steps that can lead you to achieve a higher score.

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Needs Attention: It is important to analyze the results carefully to evaluate specific challenges and areas for improvement. Identify steps that will get you on the path for wiser planning and development. The state offers opportunities that can help increase your planning capacity. Contact state planning assistance programs like the Arizona Department of Commerce Office of Smart Growth or the Center for Housing Affordability and Livable Communities (CHALC) at the Arizona Department of Housing for help.

How Should the Scorecard Be Completed?

With assistance from staff, community stakeholders, and other individuals or groups as necessary, the Governor's Growth Cabinet recommends that the Chief Executive Officer of the municipality, county, or Tribal government including Tribal political subdivision (e.g. City Manager, County Administrator, or Tribal Leader), or his/her designee, answer the Scorecard questions. A narrative response to each question describing the specific policies, regulations, or activities that support the given answer should also be included. The narrative can be supplemented with actual plans, policies, resolutions, ordinances, codes, formal agreements, and/or meeting and hearing minutes. These supplemental materials are submitted at a jurisdiction's discretion.

For those communities seeking assistance in completing the Scorecard, the Arizona Department of Commerce Office of Smart Growth will provide assistance in the form of materials and workshops, and offer guidance from professional planners.

An online, interactive Scorecard has been created, so all questions and supporting documentation can be submitted electronically at www.azcommerce.com. It is preferable that the Scorecard be submitted online, however, it may also be printed and submitted via fax or regular mail to the Office of Smart Growth.

For additional information and questions, please contact:

Office of Smart Growth
Arizona Department of Commerce
1700 West Washington, Suite 420,
Phoenix, AZ 85007
phone (602) 771-1191; fax (602) 771-1210
www.azcommerce.com

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SCORECARD SUBMITTAL COVER SHEET

DATE

JURISDICTION

COMMUNITY CATEGORY (large; medium; small)

CHIEF EXECUTIVE OFFICER/ OR DESIGNEE

CHIEF EXECUTIVE OFFICER/ OR DESIGNEE
Signature and Date

CONTACT INFORMATION
Mailing Address
Telephone #
Email

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Section 1: Responsibility and Accountability

Public officials should embrace the responsibility for guiding local communities toward beneficial long-term growth and development while seeking broad community benefit, engaging regional partnerships and facilitating compliance with planning and land use regulations. Because many growth issues transcend political boundaries, communities should actively engage in regional cooperation with local, state, federal and Tribal representatives. Planning processes should engage people in issues while facilitating the implementation of a unified community vision.

All Communities (Small, Medium and Large)

1. Is your general/comprehensive plan current and inclusive of all required Growing Smarter elements as required by state statute?
 - 3 pts. Our plan is current with all required elements and has one or more additional elements not required by statute; it is reviewed annually by staff and amended as necessary.
 - 2 pts. Our plan is current with all required elements and is reviewed annually by staff.
 - 1 pt. We are currently preparing a general/comprehensive plan in conformance with the requirements established by the Growing Smarter statutes.
2. How do you engage your local community in planning activities?
 - 3 pts. We have an adopted public participation and neighborhood involvement plan that explicitly outlines methods to involve a broad representation of the community, including non-traditional partners (such as non-profit and faith-based organizations, school districts, etc.) using innovative public involvement techniques that go beyond conventional public hearings (design charettes, town halls, workshops, focus groups, youth programs, electronic communication, surveys, etc).
 - 2 pts. We have an adopted public participation plan for amendments to our general /comprehensive plan; and we have a neighborhood participation plan for rezonings.
 - 1 pt. Citizens are encouraged to take part in our public meetings which are held on a regular basis.
3. Are you using your general/comprehensive plan to determine your funding and planning priorities?
 - 3 pts. We conduct a periodic review of the general/comprehensive plan that includes scheduling program priorities according to our capital improvement plan (CIP) and other plans, codes, and regulations (e.g. zoning, construction, design review, water management, open space, etc.).
 - 2 pts. The general/comprehensive plan identifies implementation actions for adopting regulations or funding of public improvements.
 - 1 pt. We have a general/comprehensive plan, zoning ordinance and capital improvement plan (CIP) but they are not linked.

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4. Does your community participate in regional planning by coordinating with Tribal governments and State and Federal land managers, and utilize regional plans and policies to guide local decisions and implementation?
 - 3 pts. We meet regularly with regional entities that are involved in land use decisions and we utilize cooperative mechanisms, such as sharing land use data, joint planning meetings, revenue sharing and intergovernmental agreements, to address regional issues and adjacent land use impacts.
 - 2 pts. We participate in some committees (e.g. Council of Governments, etc.) on regional issues, such as water and transportation.
 - 1 pt. We communicate with other jurisdictions on some regional issues.

Section II: Preservation of Community Character

Plans and investments should preserve each community's sense of place by promoting its distinct identity, culture and history through a local vision created by its citizens. Careful evaluation of planning and zoning decisions should promote local character through the protection of historic and cultural resources, the promotion of art and cultural programs and the protection of recreation and natural areas of value to the community.

All Communities (Small, Medium and Large)

5. Has your community developed a vision statement with public participation that is reflected in the general/comprehensive plan?
 - 3 pts. We have a vision statement crafted with public participation that guides our general/comprehensive plan and planning decisions.
 - 2 pts. We have a vision statement but it is not incorporated into our general/comprehensive plan.
 - 1 pt. We are developing a vision statement.

Medium and Large Communities

6. Does your community have design mechanisms, such as design guidelines, form-based codes, special districts, area plans, or overlay zones so that streets, buildings, and public spaces work together to create a sense of place and promote local character?
 - 3 pts. We have more than one of these or similar mechanisms in place overseen by a design review process.
 - 2 pts. We have one of these or similar mechanisms but do not have a design review process in place.
 - 1 pt. We are in the process of developing design mechanisms. Design standards are encouraged, but not required.
7. How does your community protect historic and cultural resources?
 - 3 pts. a). Our city/town has policies in the general plan to inventory and protect historic and cultural resources; an active historic preservation commission and is a Certified Local Government (as defined by the State Historic Preservation Office);

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- b). Our county has a comprehensive plan with policies to inventory and protect historic and cultural resources and communicates regularly with unincorporated communities to implement these policies.
 - 2 pts. My city/town or county has policies in the general/comprehensive plan to inventory and protect historic and cultural resources.
 - 1 pt. My city/town or county supports the preservation of historic structures and cultural resources but does not have procedures or specific policies in place to protect them.
8. Where does new development connect to your community?
- 3 pts. New development is encouraged to locate within designated Growth Areas and corridors, infill and redevelopment areas with planned or existing infrastructure; and includes a variety of uses and community services, such as employment, shopping, housing, public spaces, and multimodal opportunities.
 - 2 pts. Growth Areas/corridors, infill and redevelopment areas have been identified.
 - 1 pt. Development generally occurs in a linear pattern along existing or planned roads.
9. Does your community promote art, cultural, and community events for its citizens (such as festivals, farmer's markets, youth events, regional fairs, and rodeos)?
- 3 pts. We have adopted policies to encourage community events, such as expedited permitting; a dedicated revenue stream; and/or partnership(s) with local nonprofit organizations, regional entities and neighborhood groups to coordinate events.
 - 2 pts. We have adopted policies and have an expedited permitting process to encourage special events.
 - 1 pt. We support community activities but have not developed policies or expedited permitting to support them.

Large Communities

10. Does your community have flexible parking regulations to improve circulation and promote community character?
- 3 pts. Our development regulations prescribe maximum parking provisions; allow parking reductions for mixed use projects, development near transit facilities, or off-site parking provisions (e.g. on-street parking); allow for shared parking; and/or offer credit for parking provided off-site.
 - 2 pts. Our development regulations are somewhat flexible and allow for some of the parking requirements above.
 - 1 pt. We are developing regulations to reduce parking space requirements.
11. Does your community have a sign ordinance that is protective of the community's architectural and historic character?
- 3 pts. We have a sign ordinance with design review requirements that promotes community character through context sensitive design; parameters for size, color, lighting, and digital capabilities; or similar mechanisms.
 - 2 pts. We have a sign ordinance but actions are not subject to design review.
 - 1 pt. We intend to establish a sign ordinance in the near future.

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12. Does your community have requirements and incentives to encourage redevelopment, infill, and adaptive reuse of underutilized and vacant sites and buildings?
- 3 pts. We offer a number of incentives such as a streamlined permitting process, fee waivers, density bonuses and/or other incentives to encourage redevelopment of underutilized or vacant sites and buildings and infill development; and we have reclamation requirements for big box development.
 - 2 pts. We have a couple of these or similar incentives.
 - 1 pt. We are developing a process to incentivize development of underutilized and vacant sites.

Section III: Stewardship of Natural Resources

Clean water, clean air and natural open land are essential elements of public health and quality of life for Arizona residents, visitors and future generations. Restoring and protecting natural assets and open space and promoting energy efficiency and green building should be incorporated into all land use and infrastructure planning decisions.

All Communities (Small, Medium and Large)

13. Has your community identified its natural assets (rivers, mountains, mesas, open space, viewsheds) and taken steps to restore or protect them?
- 3 pts. We highlight our natural assets in our general/comprehensive plan and have taken steps to protect/restore them such as having water, wastewater, hillside, conservation easement programs; wildlife corridor planning; completed the Arizona Game and Fish Department's Wildlife Certification; etc.
 - 2 pts. We have identified our natural assets and are developing policies to begin the process of protecting them.
 - 1 pt. We have identified natural assets.
14. Do you have a comprehensive water resource management plan(s) in place?
- 3 pts. Our community has a comprehensive water resource management plan, and a drought and conservation plan that is enforceable by ordinance; and we have an adequate and assured water supply for 100 years or more.
 - 2 pts. We have a water resource management plan in place; and have an adequate and assured water supply for 100 years or more.
 - 1 pt. We are developing a plan for future water needs.
15. Does your community's general/comprehensive plan have a natural open space element that strives for a regional integrated system that includes protected land critical for preserving wildlife habitat connectivity?
- 3 pts. We emphasize conservation of wildlife habitat and corridors in our general/comprehensive plan; strive for a regionally integrated system of open space that includes habitat that we are taking steps to conserve (e.g. completed Arizona Game and Fish Department's Wildlife Friendly Certification, wildlife corridor planning, open space and recreation programs, conservation land system programs, conservation easement programs, transportation/wildlife passage planning, zoning, site design, etc.).

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- 2 pts. We emphasize the importance of our wildlife habitat and corridors in our general/comprehensive plan but we have not taken any steps to restore or protect them.
 - 1 pt. We are considering how to incorporate the importance of wildlife habitat and corridors into our planning process.
16. How does your community plan to minimize its susceptibility to wildfires?
- 3 pts. We have a plan and/or ordinance that identifies defensible space and buffer zones for forest areas, hillsides, mountain preserves, washes, etc. that includes a process for reduction of hazardous fuels.
 - 2 pts. We are developing a wildfire defense plan and have already established a process for reduction of hazardous fuels.
 - 1 pt. We are considering the possible adoption of a wildfire defense plan and/or process for reduction of hazardous fuels.
17. Do local regulations require open space within new development?
- 3 pts. New developments must contribute additional open space and should provide connections to adjacent open spaces (either existing or planned, such as a planned park or recreation trail).
 - 2 pts. New developments are encouraged to provide open spaces with access to them, but our regulations do not provide guidelines for the type and location.
 - 1 pt. We are developing requirements for open space within new developments.
18. Does your community have programs to acquire and maintain open space?
- 3 pts. We have regulatory mechanisms and resources to acquire and maintain open space.
 - 2 pts. We have policies that address acquiring and maintaining open space.
 - 1 pt. We are developing programs and policies for the acquisition and maintenance of open space.

Medium and Large Communities

19. How does your community encourage actions that mitigate negative impacts to wildlife habitat from development?
- 3 pts. We have an environmental planning element in our general/comprehensive plan that contains policies to mitigate quantifiable habitat loss for new development and redevelopment; development guidelines require mitigation; and we encourage developers to use techniques, such as mitigation banking.
 - 2 pts. Our development guidelines require mitigation for crucial habitats.
 - 1 pt. We are developing policies and guidelines to mitigate negative impacts to wildlife habitat.

Large Communities

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20. Does your community protect open space, manage growth and infrastructure and encourage economic development through programs like cluster development, transfer of development rights (TDR), conservation easements, and partnering with land trusts?
- 3 pts. We utilize more than one of these or similar programs.
 - 2 pts. We utilize one of these or similar programs.
 - 1 pt. We are in the process of developing programs to protect open space and focus growth.
21. Does your general/comprehensive plan include provisions to reduce adverse air quality impacts?
- 3 pts. Our plan addresses air quality and proposes ways to reduce adverse air quality conditions. We have (or collaborate with the responsible party) policies, regulations and funding to implement these proposals.
 - 2 pts. Our plan has air quality policies but we do not have regulations or funding to implement air quality improvements.
 - 1 pt. We are (or collaborating with the responsible party) developing policies, regulations and funding to promote air quality.
22. Does your community have an energy efficiency plan?
- 3 pts. We have an adopted community-wide energy efficiency plan that identifies policies and incentives to promote greater use of renewable energy such as geothermal, solar, wind and biomass.
 - 2 pts. Alternative energy sources are addressed in the energy element of our general/comprehensive plan.
 - 1 pt. We are considering the adoption of an energy efficiency plan and/or element that includes alternative sources of energy.
23. Does your community require and/or provide incentives for green building?
- 3 pts. We have incentives for new commercial and residential development and require new public facilities to build to Leadership in Energy and Environmental Design (LEED) standards, Energy Star standards, 2006 International Energy Conservation Code standards plus 15% more energy efficient, or another equivalent industry recognized green building standard or our own if it is equivalent to or surpasses industry recognized standards.
 - 2 pts. We offer incentives to new commercial and residential development and public facilities to build to our community's green building or industry recognized standards.
 - 1 pt. We are considering offering incentives for new green building.

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Section IV: Opportunity for Broad Choices

Future planning and development should assure the availability of a range of choices in housing and affordability, employment, education, transportation and other essential services to encourage a jobs/housing balance and vibrant community-based workforce.

All Communities (Small, Medium and Large)

24. Does your general/comprehensive plan address housing?

- 3 pts. Our general/comprehensive plan has a housing element and/or we have a specific housing plan that includes the elimination of substandard dwelling conditions, the improvement of housing quality, variety and affordability, provision of adequate sites for housing and identification and analysis of existing and forecasted housing needs.
- 2 pts. Our general/comprehensive plan includes policies that address more than one of the following: elimination of substandard dwelling conditions, the improvement of housing quality, variety and affordability, provision of adequate sites for housing and identification and analysis of existing and forecasted housing needs.
- 1 pt. Our general/comprehensive plan addresses one of the listed housing issues.

25. Does your community track the balance of jobs, wages and housing to inform land use decisions?

- 3 pts. We regularly analyze the interrelatedness and balance of jobs, wages and housing; and have policies and regulations in place to encourage this balance.
- 2 pts. We link housing and economic development efforts, but have not specifically developed policies, regulations or procedures to encourage or track the jobs/housing balance.
- 1 pt. We are studying how to link housing, economic development and employment information.

26. Which option best describes the mix of housing types approved in your community?

- 3 pts. We approve wide mix of housing types including single-family homes, multi-family housing, and senior housing that reflects the composition of our community and addresses a broad spectrum of needs.
- 2 pts. We approve limited mix, including some affordable housing.
- 1 pt. We have plans to increase diversity in housing and affordable housing.

27. Does your community include in its planning process the reservation of school sites in locations that foster safe learning environments for students, such as within walking distance from home and safely away from major transportation corridors?

- 3 pts. We require future school sites be located within neighborhoods, whenever feasible, and ensure safe and direct routes for students to walk or bike to school from their homes.
- 2 pts. We coordinate with the local school board about the feasibility of requiring school sites to be located within direct walking distances from the neighborhoods they serve, preferably away from (or buffered from) major transportation corridors.
- 1 pt. Our school siting criteria deal only with proximities to certain business types (e.g. bars, etc.).

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28. Does your community have pedestrian mobility options that include an integrated system for bicycling and walking linking residential, commercial, and recreation areas?
- 3 pts. We have bike lanes, trails and pedestrian areas that are interconnected with design features, such as landscaping, sidewalks, trees, shade, lighting, and benches.
 - 2 pts. We have trails and/ bike lanes but not a connected system.
 - 1 pt. We are in the process of creating pedestrian and bicycle connections.

Medium and Large Communities

29. Can community residents meet most daily shopping needs – food, hardware and clothing – locally?
- 3 pts. Everyday needs can be met through a diversity of local businesses.
 - 2 pts. Most everyday needs can be met locally but many residents travel outside the area for seasonal or infrequent needs.
 - 1 pt. Residents have to travel outside the area for most everyday needs, but some staples can be found locally.
30. Does your community provide incentives to support affordable housing (density bonuses, fee waivers, fast track permitting, higher density zones, or zones that allow a mix of housing options, such as manufactured housing and accessory units)?
- 3 pts. We promote a wide range of these and/or additional incentives for more affordable housing production.
 - 2 pts. We offer some incentives but they are not often utilized.
 - 1 pt. We are developing affordable housing incentives.
31. Does your community plan for and track the mix and affordability of housing at the local or regional level?
- 3 pts. We conduct (or collaborate at a regional level) housing studies every few years to assess affordable housing in our area, inventory the mix of our housing and consider this data in our plan updates.
 - 2 pts. We track housing data (or collaborate at a regional level).
 - 1 pt. We have information from previous studies, but limited information on our current housing market.
32. Does your zoning allow for mixed uses, especially in designated growth areas or corridors?
- 3 pts. Our zoning ordinance allows mixed land uses in a number of locations throughout the community and in designated growth areas.
 - 2 pts. Mixed land uses are allowed, but in limited zones.
 - 1 pt. We are developing provisions in our zoning code that allows for mixed uses.

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Section V: Essential Service Infrastructure

Meeting each community's long-range needs for public utility, health, communications and transportation infrastructure in a timely and fiscally responsible manner should be an essential objective of local and regional plans and implementation efforts. Communities should strive to offer a wider range of transportation options – from walking and biking to transit and automobiles – to increase people's access to jobs, goods, services and recreation. Communities should also plan for development of its public health, social service, and natural infrastructure including hospitals, emergency facilities, and wildlife corridors.

All Communities (Small, Medium and Large)

33. How does your community plan and coordinate the development of public utilities, including power, water, and sewer?

- 3 pts. We plan and coordinate with local utilities and the Arizona Corporation Commission (ACC), when possible.
- 2 pts. We plan for public utilities but lack coordination.
- 1 pt. We are developing a process to coordinate and effectively address public utilities.

34. Does your community encourage new development to locate where infrastructure and services already exist?

- 3 pts. We have adopted a Capital Improvement Program (CIP) that is linked to our general/comprehensive plan, and have an agreement or master plan with nearby jurisdictions linking existing and future infrastructure. We also require that each new development be responsible for its proportional cost of the impact it has on specific facilities affected by the new development.
- 2 pts. We have a CIP linked to our general/comprehensive plan and are discussing adopting agreements with nearby jurisdictions to have a long-term plan for coordinated infrastructure.
- 1 pt. We have an adopted Capital Improvement Program (CIP) that is linked to our general/comprehensive plan.

35. How does your community plan for its future social infrastructure and service needs, such as child and dependant care, senior services, disability services, food assistance, shelters, etc.?

- 3 pts. Our general/comprehensive plan and zoning ordinance address these needs to accommodate future service infrastructure.
- 2 pts. We have some policies in our general/comprehensive plan regarding our social infrastructure,
- 1 pt. Our community has engaged government and nonprofit social service providers, community organizations and faith-based groups in community planning issues.

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Medium and Large Communities

36. Does your community track (or collaborate at the regional level) travel patterns to better understand how and why people travel in your area?
- 3 pts. We conduct (or collaborate at a regional and/or state level) traffic pattern studies every few years and review the need and efficiency of programs that are impacted by the study (such as ride-share, HOV lanes and regularly scheduled public transit).
 - 2 pts. We conduct traffic pattern studies (or collaborate at the regional and/or state) but don't link them to multi-modal transportation programs.
 - 1 pt. We are developing plans to track this information.
37. How does your community or region address airport planning?
- 3 pts. Airport planning is part of our regional land use and transportation planning process that includes access, land use compatibility, and noise mitigation.
 - 2 pts. The airport authority has responsibility for airport planning and we closely coordinate with them.
 - 1 pt. We are developing a process to incorporate airport planning with regional land use decisions.
38. Does your community's general/comprehensive plan address access to or construction of hospitals, healthcare clinics, pharmacies, and location of emergency and social service facilities?
- 3 pts. Our general/comprehensive plan addresses access and location of hospital, healthcare and emergency and social service facilities, such as police and fire and considers mobility options for residents.
 - 2 pts. We consider access and location when planning for future hospitals, healthcare, pharmacies and emergency and social service facilities.
 - 1 pt. We are developing a process to better plan for these types of facilities.
39. How does your community integrate wildlife movement corridors (connecting larger blocks of wildlife habitat) to ensure motorist safety and provide safe wildlife passage?
- 3 pts. We identify important wildlife crossing sites in our environmental planning, open space, and/or transportation elements of our general/comprehensive plan and we incorporate open space and wildlife passage structures along existing and future roadways and infrastructure, when possible.
 - 2 pts. We have identified important wildlife crossing sites but lack specific general/comprehensive plan policies.
 - 1 pt. We are considering ways to reduce vehicular collisions with wildlife.
40. Does your community have a transit program?
- 3 pts. Our transit program includes ride-share, HOV lanes and regularly scheduled public transit, such bus and trolley, or similar programs.
 - 2 pts. Our transit program has regularly scheduled public transit.
 - 1 pt. We are developing a transit program.

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Large Communities

41. Does your community have incentives and flexible regulations to promote Transit Oriented Development (TOD)?

- 3 pts. Regulations for development near transit facilities allow a wide range of options, including increased density, a mix of land uses, flexible parking requirements, connections to multi-modal transportation; and offer incentives for affordable housing near transit facilities.
- 2 pts. Our regulations have some variation and flexibility to promote TOD.
- 1 pt. We are developing incentives to promote TOD.

Section VI: Economic Development

A broad spectrum of business and resources that support existing businesses as well as attracting new ones should be promoted to strengthen diverse economic development. Future planning should balance the availability of national retailers, businesses and employers while encouraging entrepreneurship and locally owned businesses. Communities should consider tools, both financial and regulatory, that are needed to facilitate reserving land designated for future employment sites and corridors.

All Communities (Small, Medium and Large)

42. Does your community have an economic development element or plan?

- 3 pts. We have an economic development element or plan that addresses current and projected conditions.
- 2 pts. We have economic development policies in our general/comprehensive plan.
- 1 pt. We are developing goals for our economic development.

43. Does your community designate areas with employment centers and corridors?

- 3 pts. We have specific general/comprehensive plan policies and zoning ordinance requirements to designate employment centers and corridor development in conjunction with future housing needs.
- 2 pts. Future housing and employment centers and corridors have been identified.
- 1 pt. We are in the process of identifying future housing and employment centers or corridors

44. Has your community created specific training and workforce development programs to meet the needs of current and emerging industries?

- 3 pts. Our community works closely with our one-stop career center(s) and/or education providers to create industry tailored training programs that meet the needs of our community and local industries.
- 2 pts. We work with our one-stop career center(s) and/or education providers but have not created any industry specific training.
- 1 pt. We are developing plans to work with the one-stop center(s) and/or education providers.

Draft

45. How does your community support existing businesses?
- 3 pts. We have an active business retention and expansion program that includes an action plan to meet with targeted business owners and conduct annual surveys.
 - 2 pts. We have a business retention and expansion program that identifies and assists high risk businesses.
 - 1 pt. We assist existing business owners when contacted.
46. Do you have an active business attraction program?
- 3 pts. We have developed a marketing plan with goals and objectives to identify potential businesses that fit the strengths of the community and region; have performed effective targeted marketing strategies to those businesses; ensure the community website provides information crucial to site selectors; and we have an established process to meet and greet site selectors.
 - 2 pts. We have a website with information to attract new businesses and an established process to meet and greet site selectors.
 - 1 pt. We assist relocating businesses when contacted.
47. Does your community support entrepreneurs and start-up businesses?
- 3 pts. We have information to direct people to educational organizations which provide one-on-one assistance and workshops on how to start and operate a business.
 - 2 pts. We collaborate with nearby communities where small business services are located to provide information to our community residents.
 - 1 pt. We assist start-up businesses when contacted.

Medium and Large Communities

48. How does your community attract higher wage jobs while also addressing low and middle-skilled worker advancement?
- 3 pts. Our business attraction and expansion efforts recruit jobs that offer employment opportunities for all skill levels, pay wages above the average median income in Arizona and provide employee benefits, including skill development and advancement.
 - 2 pts. We recruit businesses and industries for multiple skill levels that pay wages above the average median income in Arizona.
 - 1 pt. We are working to attract jobs that provide opportunities for multiple skill levels.
49. Does your community regularly track (or work with an entity that tracks) local and regional economic information and trends?
- 3 pts. We have regular reports on local and regional economic information that includes data on sources of income, job creation, wages and housing affordability.
 - 2 pts. We have regular reports on local and regional economic information, but the information is limited.
 - 1 pt. We have a profile of our community but do not regularly track local and regional economic information and trends.

Draft

50. Does your community have communication/broad band services or plans to acquire them?

- 3 pts. We have broad band or a plan in place for how to acquire it that includes diverse community involvement (i.e. local businesses, emergency responders, community colleges, school districts, libraries, etc).
- 2 pts. We are developing broad band access or have identified steps to provide these services.
- 1 pt. We are thinking about developing a plan for broad band access and have discussed it with our elected officials.